Solutions Manual

# Chapter 9: Process Design and Layout Planning

1. Answers will vary. The authors discuss attention to the entrance and waiting and dining areas as key elements. A moderately priced restaurant would also focus on efficiency in the kitchen area.

Cognitive Domain: Comprehension

Difficulty Level: Medium

2. Answers will vary. A low-priced restaurant would also focus less on a grand entryway and dining areas and emphasize efficiency in most areas of the restaurant so that workers can attend to customers as easily as possible.

Cognitive Domain: Comprehension

Difficulty Level: Medium

3. Answers will vary. A typical retail store should conserve space and limit its open space at the expense of more product accessible to the customer.

Cognitive Domain: Comprehension

Difficulty Level: Medium

4. More attention to artistry of displays is in evidence at a high-end retailer than at a low-cost retailer. The objective of the latter is efficiency and having product within easy reach. A high-end retailer wants to create a customer experience that justifies the higher prices of the merchandise.

Cognitive Domain: Comprehension

Difficulty Level: Medium

5. A mass production environment attempts to achieve smooth rapid flow of materials through the production area. The focus would be on high utilization of workers and equipment with minimal transportation between adjacent processing steps.

Cognitive Domain: Comprehension

Difficulty Level: Medium

6. Self-checkout is designed to reduce the labor requirements for the store while giving customers more options and potentially faster flow when the store is crowded. Self-checkout introduces variability into the system as customers become, in effect, poorly trained and relatively unsupervised workers. The inevitable attendant at the self-checkout stands may require a different skill set than a pure cashier position.

Cognitive Domain: Comprehension

Difficulty Level: Medium

7. A product process design strives for low unit costs, high efficiency, and high volume of production generally with minimal customer interaction or customization. A service process design for a business like a hospital is traditionally not focused on speed, but has a high degree of customization and customer interaction

Cognitive Domain: Analysis

Difficulty Level: Medium

8. Examples will vary. High customization and low labor intensity include stylists and tattoo artists; low customization and high labor intensity include delivery services and call centers; high customization and high labor intensity include counseling services and engineering consultants; low customization and low intensity include driving examiners and panhandling.

Cognitive Domain: Analysis

Difficulty Level: Medium